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25 February 1971

MEMORANDUM FOR THE READER

SUBJECT: Planning for the Senior Intelligence Seminar

1. These papers set out current thinking on the rationale and shape of the course being planned for senior Agency officers--tentatively titled the Senior Intelligence Seminar. The purpose in asking you to read the papers is to get your reactions and suggestions. From this process of "brainpicking" we hope to be able to learn if there is a consensus as to what a training experience offered to senior Agency personnel should be. In addition, by securing your suggestions as to blocks of content, individual topics to be taken up, speakers who may have a particular competence, readings, places to visit, etc. the Seminar can be made as responsive to the needs and interests of the participants and as rich an experience as possible.

2. Planning Guidance: The course will be conducted in the fall of 1971 for a period not to exceed 12 weeks, for 20 senior officers defined as GS-15 or higher.

3. Planning Assumptions: The primary value of a training experience for senior personnel, both to the organization and the participant, derives from process of renewing and stimulating the participating officer, not by attempting to teach him to "do his job better." Exposure to experts can provide a limited number of fresh insights for the officer into the substance with which he deals. For the most part, however, he is already the expert. Thus the Seminar will be structured to provide opportunities to examine broader issues, to discuss problems with peers, and to hear experts in a variety of fields--all in an environment in which a spirit of inquiry and openness are prized. The goal is to equip the senior officer to look on familiar work terrain with fresh eyes or to meet the challenge of a new assignment.

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- 2 -

4. Most senior officers in the Agency have been in the same Directorate for a substantial period of time (statistics now being prepared by the Office of Personnel presumably will substantiate this assumption.) Thus, there is a need to educate our senior personnel to other parts of the Agency, to the Intelligence Community, and to other parts of the US Government and the environment in which CIA functions.

5. The attached draft paper sets out a model for the Seminar which is based on the above concept. This model is a crowded combination of structure and content--a kind of "menu". This is deliberate in order to capture a wide variety of prospective activities and topics. Quite obviously, a selection and weeding out process will be required later to fit the content into a schedule.

6. Following are a number of factors not expressed in the outline:

a. All presentations and discussions are on an off-the-record confidential basis unless otherwise indicated.

b. Participating officers will not be graded or evaluated on the basis of their performance.

c. Except for certain specified presentations (example, high-level speakers) attendance is optional. When an officer, by virtue of his experience or interest, believes he would not profit from some presentation or activity, an alternative activity will be worked out.

d. Reading lists will be developed which are geared to the different blocks and activities.

e. An opportunity for each officer to make an "individual presentation" on a topic of his own choosing which is based on his personal experience or observation as an intelligence officer. Individual presentations will be organized and managed by the Seminar participants.

f. One or two field trips may be worked into the program.

g. Almost all of the content covered in this draft is relevant to the business of CIA or the US Intelligence effort; thus, subjects dealing strictly with the domestic US scene are not included.

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Approved For Release 2000/08/31 : CIA-RDP78-06362A000200040041-5

- 3 -

h. Emphasis will be placed on having the Seminar participants evaluate the good and bad points covered by each block of material.

25X1A i. Approval can be secured for all participants to be SI, TKH [REDACTED] cleared.

7. Please let me have your ideas and reactions as soon as feasible. You may wish to mark up the copy and send it to me in Room 810, Glebe Bldg. or call me on extension 2200 and I will meet with you to discuss the paper.

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[REDACTED]
Chief, Senior Intelligence Seminar

Attachment A/S

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24 February 1971

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ATTACHMENT--DRAFT OUTLINE OF THE SENIOR INTELLIGENCE SEMINAR

ADVANCED PREPARATION

Members of the Senior Intelligence Seminar faculty will meet with the officers selected to attend the Seminar in small groups about one month prior to the session. The precourse sessions would have the following business:

- A. Precourse Readings: Two parts. The first would be to hand out to each officer a set of materials to be read prior to the Seminar. Might include several books. I am looking into Wilensky's Organizational Intelligence as one possibility. Another might be John Gardner's Self Renewal. Also, something bearing directly on the Agency and the intelligence community, such as [REDACTED] second effort (would welcome suggestions on this very much.) The handout might also include copies of significant documents, such as Presidential letters to the DCI, and the Katzenbach Report. The second part would be a bibliography of documentary materials--with suggestions on how to find them--for perusal before the Seminar opens.

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Draft
24 February 1971

- 2 -

These might include CIA legal authorities, selected NSCIDs and DCIDs, several collection requirement lists, several different intelligence publications, the latest O/PBB Planning Assumptions or the NIPE version provided as guidance to the Community, a CS Operational Directive, the Macomber statement on Foreign Policy in the '70s, the recommendations of the Macomber Task Force Reports and the status of action thereon as reported in the new State Department Management Bulletin series, and the latest CIA Report to the PFIAB.

- B. Selection of Electives: Each officer will be given a list of topics which may be the subject of a presentation and/or discussion for one or two hours by all or part of the Seminar participants on a strictly "elective" basis. He will be asked to show his interest in a limited number, probably two or three elective topics per block, or to suggest others. Each officer will also be requested to identify two or three of his elective selections for which he could act as a "resource person" --give a paper or report, lead the discussion, act as "expert", participate on a panel, etc.

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Draft
24 February 1971

- 3 -

Final selection of elective topics would be based to a large extent on these responses. "Resource person" assignments would be worked out with participating officers about two weeks before the Seminar opens.

- C. Attitude Survey: The precourse sessions would provide an opportunity to survey the attitudes of each participant toward job assignments, work factors, goals, etc. A questionnaire might be used which would be helpful in preparing the final design of the Block on executive skills. The responses would also provide base line data on attitudes and attitudinal changes.
- D. Ground Rules: The precourse session would also be used to explain ground rules and answer questions which participants might have on the various activities, schedule, method of operation, etc.

BLOCKS OF CONTENT

- I. Introductory Block: Current thinking is that the first
25X1A Block would run two weeks [REDACTED] This removal from the local area should help Seminar officers to break with their office routines and problems.

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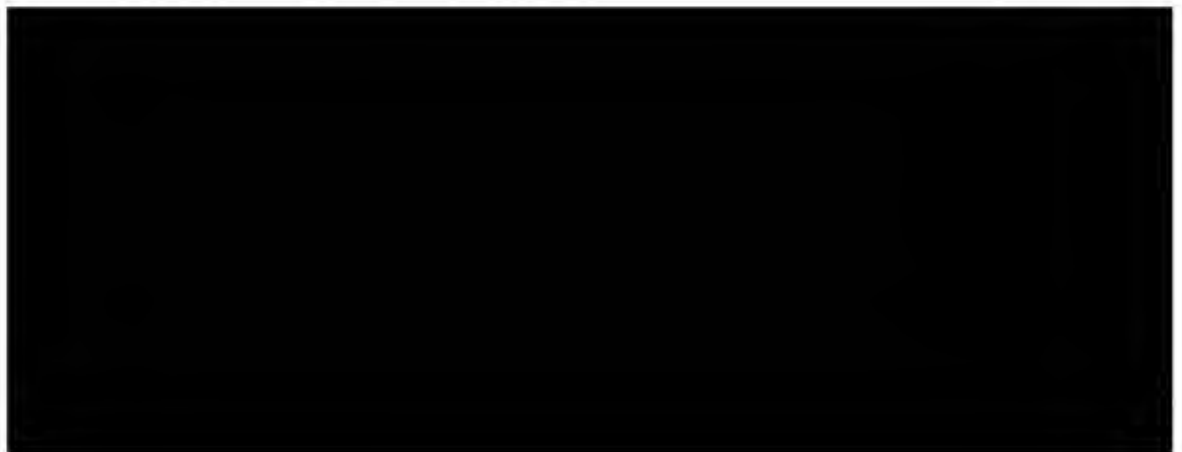
Draft
24 February 1971

- 6 -

The purpose is to help an individual officer to know more about his strengths, aptitudes, potential interests, reactions, etc. in order that he may see himself and his career goals in a realistic light. It involves taking several tests (e.g. the Strong Preference test, a skills or aptitude test, etc.) given by a psychologist who scores the test results and provides feedback to the officer on an individual and confidential basis.

3. Self-Renewal exercise
4. Borgatta-Bohernstedt Exercise. A self-administered test which shows an individual's attitudes toward job characteristics--confort, personal security, innovation, competition, etc.

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(4 to 6 hours)

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Approved For Release 2000/08/31 : CIA-RDP78-06362A000200040041-5

Draft
24 February 1971

- 7 -

25X1A

6. Delphi Exercise. The Seminar Delphi will consist of both almanac and value questions of general interest to the group. Three rounds will be played during the two weeks on [REDACTED] Depending on the results, additional rounds of the value questions may be played after the Seminar has moved to the Washington area. The Delphi will conclude with a group discussion which explains the techniques and shares the results. The purpose is to acquaint Seminar officers with one new technique for production and aiding the decision-making process.
7. Sterotype Exercise. The Seminar will be divided into groups on a Directorate basis. Each group is provided a list of adjectives and asked which of those adjectives best describes a typical officer in their own and each of the other Directorates. The results will be posted for all participants to examine after which each Directorate team will meet with every other team to discuss their views of themselves and of the opposing team. The exercise is intended to demonstrate to the participants that stereotyped thinking within the Agency functions as a barrier to inter-Directorate cooperation.

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Approved For Release 2000/08/31 : CIA-RDP78-06362A000200040041-5

Draft
24 February 1971

- 4 -

The content of the Block is designed to develop an environment in which learning can be maximized, particularly through interaction among the members of the Seminar, and to stimulate a sense of group identity. Thus, Seminar officers would strive to be candid--"level"--with each other, manifest a capacity for constructive criticism, engage in a measure of self-appraisal, and look at familiar problems with a broader perspective. Hopefully these characteristics would carry through the entire Seminar running.

A. Orientation

1. Welcome and administrative arrangements
2. Explanation of the Seminar philosophy, objectives, mechanics of individual presentations, electives and ground rules to the extent that these were not covered in the advance preparation.
3. "Show and Tell" - Each officer will be given a short period--perhaps 10 minutes--to tell something about himself and his career to the Seminar. (Not to be confused with individual presentations)

- B. "Overview of CIA": Individual commentary followed by discussions about what the Agency is like, where it stands at the moment and where it is going. (Mostly evening sessions)

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Approved For Release 2000/08/31 : CIA-RDP78-06362A000200040041-5

Draft
24 February 1971

- 5 -

1. The 7th floor view
2. A distinguishing alumnus view
3. Knowledgeable outsider view
4. Junior officer view (panel of 3 career trainees who have been aboard for several years and are fairly outspoken about how they each perceive the Agency).

Alternate

B. The CIA Executive: Same format, except focus

would be the CIA senior officer, not the Agency as such.

1. Topside view
2. Outsider views
3. Junior officer view (same as F4 above).

C. Executive and Inter-personal Skills: This unit focuses on the officer's ability to communicate with and relate to others, personal job attitudes and goal setting, and on some new techniques for decision-making.

1. Leveling Skills. Session designed to help Seminar officers to "open up" with each other.
2. Personal assessment workshop (optional--unrelated to official A&E.)

Approved For Release 2000/08/31 : CIA-RDP78-06362A000200040041-5

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Approved For Release 2000/08/31 : CIA-RDP78-06362A000200040041-5

Draft
24 February 1971

- 8 -

8. The NASA Exercise. Individual problem solving vs. team problem solving.
9. Lecture on managerial psychology.
- D. Case Development: Each officer will be requested to describe in writing a "case" which presents a problem involving a managerial or decision problem or a critical piece of staff work. If it is feasible, one or more cases will be selected, developed as necessary and used in the final Block on Management of Intelligence.
- E. Possible Films:
 - A Trip Down Memory Lane (12 minutes)
 - The Cube (56 minutes)
 - Film on ADP made by IBM in Britain
 - Organizational Development Technology
- F. Individual Presentations: Where feasible in the schedule, the first 45 minutes (0845-0930) of each Tuesday, Wednesday, and Thursday will be set aside throughout the entire Seminar (not just the first Block) to offer each officer an opportunity to make a presentation on a topic of his own choice. Subjects are to be based on personal experience or observation as an intelligence officer. The schedule will be managed by the Seminar participants.

Approved For Release 2000/08/31 : CIA-RDP78-06362A000200040041-5

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Approved For Release 2000/08/31 : CIA-RDP78-06362A000200040041-5

Draft
24 February 1971

- 9 -

G. Possible Elective Topics:

- a. Motivation in Intelligence Work
- b. Techniques for increasing the work involvement of young personnel in the Agency
- c. From the Secretary's Point of View
- d. Intelligence Staff work
- e. The Intelligence Executive's Management of his Health
- f. Drugs, alcohol and mental illness--how to recognize signs in an employee and what to do about it in CIA
- g. Generalists or Specialists--who should CIA recruit?
- h. Human barriers--the new wave of anti-Semitism

H. Evaluation and Feedback: The Seminar will critique the various phases of the introductory Block. The purpose is to obtain suggestions on how to improve the content of this Block.

II. Major World Trends and Their Significance for US Intelligence:

This Block examines important foreign areas and problems which are the targets--"the business"--of the Agency in intelligence collection, production of intelligence, covert action operations and related activities.

Approved For Release 2000/08/31 : CIA-RDP78-06362A000200040041-5

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Approved For Release 2000/08/31 : CIA-RDP78-06362A000200040041-5

Draft
24 February 1971

- 10 -

The goal is to enable the officers in the Seminar to develop new insights into these problems as a result of exposure to the current thinking of experts, as well as a greater appreciation of their importance to CIA's missions and capabilities through Seminar discussions. Treatment of a topic would include, as appropriate, an internal CIA discussion of the implications for US intelligence and/or for the Agency.

A. "Global" Problems

1. Technology and World Power
2. Population Trends
3. Political Trends--Nationalism, Communism, the New Left

B. The Communist World

1. Soviet Policy toward the non-Communist World
2. Communist China
3. Relationships among the Communist Countries
4. The Status of Communist Parties and Organizations

C. The International Strategic Balance

1. The Military Strength of the Major Powers
2. Nuclear Stalemate and its Significance for Big Power
3. US Military Power Options
4. Prospects for Disarmament or Arms Control

Approved For Release 2000/08/31 : CIA-RDP78-06362A000200040041-5

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Approved For Release 2000/08/31 : CIA-RDP78-06362A000200040041-5

Draft
24 February 1971

- 11 -

- D. Japan--Future Superpower
- E. India Faces the Seventies
- F. Latin America--Backyard of the US
- G. Southeast Asia--US Policy Options and their Significance for CIA
- H. Possible Elective Topics:
 - 1. Critique of Khrushchev's Memoirs or
 - 2. The Soviet Leadership as Seen by the Analyst and the Operator
 - 3. The US National Interest and Intelligence
 - 4. Western Europe--Ally or Rival?
 - 5. Middle East--Continuing Crisis
 - 6. The Intelligence Contribution in International Negotiations
 - 7. The Sino-Soviet Conflict--Opportunity or Threat?
- I. Possible Movies:
 - 1. Civilisation
 - 2. China--Roots of Madness
- J. Evaluation and Feedback

III. Highlights of the Intelligence Business: The Block does not attempt to examine the total intelligence effort in a methodical or comprehensive way.

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Approved For Release 2000/08/31 : CIA-RDP78-06362A000200040041-5

SECRET

Approved For Release 2000/08/31 : CIA-RDP78-06362A000200040041-5

Draft
24 February 1971

- 12 -

Rather, in view of the variety of knowledge on the part of the Seminar officers, it provides an opportunity for a participant to be exposed to different significant facets of the US Intelligence effort according to his background and interests. Alternative, individual activities will be arranged for the participant who is familiar with or otherwise not interested in a scheduled activity or presentation.

A. Overall Orientation to the US Intelligence Effort

B. Overhead Reconnaissance

1. NRO
2. DDS&T/OSP
3. COMIREX
4. NPIC

C. The SIGINT World

1. Chairman, SIGINT Committee--Who Does What?
2. NSA on NSA, the SCA's and SIGINT Aspects of NRP
3. CIA's COMINT Role (by FI/D)
4. CIA's ELINT Role (by OEL)

D. Clandestine Operations:

1. Collection
2. Technical Support to CS Operations

Approved For Release 2000/08/31 : CIA-RDP78-06362A000200040041-5

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Approved For Release 2000/08/31 : CIA-RDP78-06362A000200040041-5

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24 February 1971

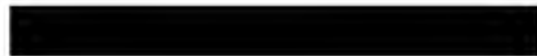
- 13 -

E. Intelligence Production

1. DDI Production and Relationship to Sources
2. DDS&T Production and Relationship to Sources
3. Intelligence Requirements, Evaluation and Feedback

F. A Day with DIA

G. Support Activities:



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Commo by O/C

R&D

Computer Support

H. Special Presentations:

By DDI - Intelligence Production and the Support
of Policy

By DDS&T - New Intelligence Problems

By C/COMIREX - EOI and Intelligence Production

I. Evaluation and Feedback

J. Trip

K. Possible Elective Topics:

1. Future trends in intelligence sources
2. The CS field unit of the late seventies
3. How effective is CIA coordination of FI operations?

Approved For Release 2000/08/31 : CIA-RDP78-06362A000200040041-5

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Approved For Release 2000/08/31 : CIA-RDP78-06362A000200040041-5

Draft
24 February 1971

- 14 -

4. New Intelligence Problems (not covered by DDS&T)
 - a. Counter Intelligence against terror abroad
 - b. International narcotic traffic
5. A visit with a defector
6. Operational parameters--cover, liaison, operating environments
7. Who should meld--processor or producer of finished intelligence (approaches to using source materials)
8. A new look at an old intelligence problem--credibility
9. Intelligence for U.S. activities abroad--support by the Intelligence Community vs. small mirror images
10. Problem Formulation in Intelligence--what the consumer wants to know
11. Pro and Cons for the barrier between Policy and Intelligence
12. Intelligence Objectivity in times of crisis
13. Computers and Intelligence (one day at IBM followed by presentations in the Agency)

IV. New Methods of Interest to Intelligence:

A. Futurology--the Art of Looking Far Ahead

Approved For Release 2000/08/31 : CIA-RDP78-06362A000200040041-5

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Draft
24 February 1971

- 15 -

1. Techniques for Sizing the Future
2. The Technological Future
3. The Economic Future
4. Political and Sociological Future
- B. The Think-Tank as Intelligence Organization
- C. Possible Elective Topics:
 1. Analysis of Intelligence Failures
 2. A Recent Look at Early Warning

V. The Environment of CIA: This Block is intended to expose the Seminar participants to the world outside the Intelligence Community which is relevant to CIA activities and interests. It would include examining policy and other controls over CIA and, as practicable and pertinent, some critical views as well as more sympathetic perceptions. The objective is to obtain a first-hand feeling for these realities and thus have a better appreciation of factors bearing on decisions by Agency management.

- A. CIA's Position and Role in the National Security Structure:
 1. CIA legal authorities
 2. The Presidency, NSC mechanisms, Executive Office of the President, PFIAB
 3. The Foreign Affairs Community

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Approved For Release 2000/08/31 : CIA-RDP78-06362A000200040041-5

Draft
24 February 1971

- 16 -

4. The Defense Community (except intelligence organizations

Relationships with SecDef and OSD; with the military services, including JCS; with Defense R&D organizations.

5. Relations with the rest of the Executive Branch

B. CIA and the Congress:

1. Who CIA interacts with on the Hill--briefings, appropriation process, influence, requests, etc.
2. Critics of CIA on the Hill

C. The Public:

1. Critical "attentive publics"--media, youth and the new left, academia
2. Contacts with business (R&D, cover, domestic exploitation, funding assistance
3. Source of new personnel

D. Possible Elective Topics:

1. Erosion of the DCI/CIA Special Authorities
2. How much should CIA copy the Civil Service; the Foreign Service?
3. CIA in the Headlines (U-2, Bay of Pigs, NSA and Ramparts, Green Berets, Heine vs. Rausch, Tofte, etc.

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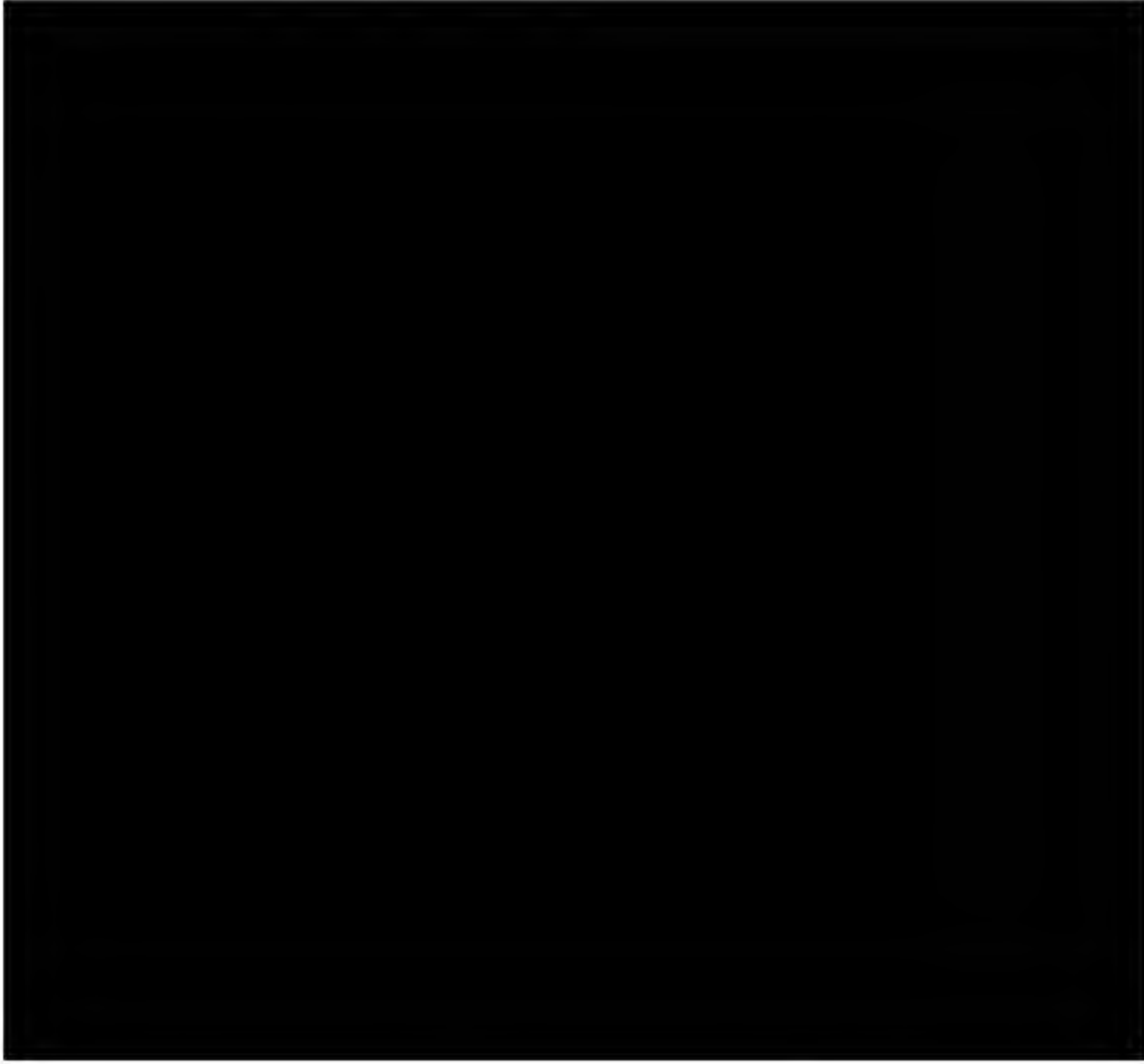
Approved For Release 2000/08/31 : CIA-RDP78-06362A000200040041-5

Draft
24 February 1971

- 17 -

E. Evaluation and Feedback

25X1C



Approved For Release 2000/08/31 : CIA-RDP78-06362A000200040041-5

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Approved For Release 2000/08/31 : CIA-RDP78-06362A000200040041-5

Draft
24 February 1971

- 18 -

VII. Management of Intelligence:

A. Resources:

1. How intelligence resources are allocated (by organization, by function, by target)
2. Programming processes of U.S. intelligence
 - a. CIA program
 - b. CCP
 - c. CIP
 - d. NRP
3. Intelligence priorities and resource allocation
4. The Soviet military target as a resource problem

B. Other Management Processes and Problems:

1. Management System in the Agency
2. Intelligence Management Cases (from Block I).
3. The Agency culture and sub-cultures (stereotypes and attitudes).
4. Problems facing CIA--lays out the crucial management, organization and personnel problems of the Agency.
5. The IG looks at the Agency

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SECRET

Approved For Release 2000/08/31 : CIA-RDP78-06362A000200040041-5

Draft
24 February 1971

- 19 -

C. Possible Elective Topics:

1. Duplication in the Intelligence Community
2. How effective is the Community machinery--USIB, NIRB and NIPE?
3. The DCI's Community Hat--responsibilities and limitations
4. The value of different "cuts" at resources
5. Management reform in the State Department
6. The Station Chief as Manager
7. CIA Career Services--tool or obstacle
8. Collaboration between counterpart desks in the different Directorates
9. How "open" should CIA be?
10. Innovation vs. Control--are we becoming too bureaucratic?
11. CIA as Employer - Comparison with other Organizations.

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